SOUTH CAROLINA STATE LIBRARY
ACCOUNTABILITY REPORT
FISCAL YEAR 1999-2000

I.   TRANSMITTAL MESSSAGE

The South Carolina State Library is proud to submit its FY99-00 Annual Accountability Report to the Office of State Budget.

The South Carolina State Library made significant progress in bridging the "digital divide" in South Carolina. In cooperation with the Budget and Control Board, the South Carolina State Library ensured that all public libraries have access to the Internet. South Carolina was the first state in the nation to have every public library connected to the Internet, not just the headquarters libraries but branch locations as well. With *DISCUS—South Carolina's Virtual Library*, the South Carolina State Library has made available a valuable content product to meet the informational needs of citizens regardless of the type of library they use or if they access the information from home or office.

The South Carolina State Library is committed to ensuring that all South Carolinians have access to the information they need. This report reflects some of the fine work that the staff of the South Carolina State Library does for the benefit of all South Carolinians.

If you have any questions regarding this report, please contact James B. Johnson, Jr., Director at (803) 734-8656 or Karen L. Wicker, Director of Administrative Services at (803) 734-8667.

II.   EXECUTIVE SUMMARY

The South Carolina State Library's mission is to improve library services throughout the state and to ensure all citizens access to libraries and information resources adequate to meet their needs.

The South Carolina State Library's customers for information services are libraries, which request information for their customers, and state government personnel who require information for the performance of their jobs, and South Carolinians unable to use conventional print. The South Carolina State Library indirectly serves the people of the state through their local public libraries.

The South Carolina State Library Board annually approves a strategic plan. The current three-year plan covers the period FY2001-2003. A copy of this plan is

attached. The plan has six basic elements: mission, values, vision, role statements, strategic issues, and goals. The agency management team develops the plan, based upon input from staff and constituents. An annual business plan is developed from the strategic plan with responsibilities for implementation clearly articulated. Throughout the year, the management team meets to review progress towards agency goals. Data is gathered to evaluate and measure the South Carolina State Library's progress in reaching these goals. Agency program development and expansion is driven by data, customer response, and nationwide trends in the delivery of information services. The current Strategic Plan contains five strategic goals:

- Provide information resources and services to meet the needs of the people of South Carolina;
- Provide statewide programs to support local library services;
- Serve as the advocate for libraries in South Carolina;
- Encourage cooperation among libraries of all types; and
- Continuously improve South Carolina State Library operations and services.

DISCUS – South Carolina's Virtual Library. The South Carolina State Library's most significant initiative over the last several years has been the establishment and development of DISCUS—South Carolina's Virtual Library. To provide all South Carolinians with equal access to information resources, the South Carolina State Library administers DISCUS, which is an electronic library of essential information and learning resources. DISCUS purchases subscription databases that are accessible from the Internet in all of the state's public libraries, public school libraries and classrooms, selected K-12 schools, and public and private colleges. In addition, most of these resources are available from the home or office Internet accounts of all South Carolinians twenty-four hours a day, seven days a week.

South Carolina is the first state in the country to offer such a wide variety of informational resources to all its libraries. Most other state systems have little or no direct K-12 access. Training is provided to the library, curriculum resource and technology staffs of participating institutions to help them make effective use of DISCUS.

From its inception through June 2000, DISCUS databases have been accessed over 2.4 million times to retrieve close to 6.9 million articles and other documents. DISCUS use has grown exponentially from 681,000 articles retrieved in FY98 to 3.4 million articles retrieved in FY00. Close to 10% of usage in FY00 came from the home/office Internet accounts of South Carolinians.

As a result of DISCUS, the South Carolina State Library has been represented on the K-12 School Technology Committee which also includes the Budget and Control Board, the SC Department of Education, SC Educational Television, Bell South, and the Lightstar Partners.

Information services. We have seen an increase in other units of informational services from 818,738 in FY98 to 3,988,473 in FY00. The South Carolina State Library takes the lead in coordinating other information resource efforts within the state.

State Aid to Libraries. The South Carolina State Library was successful in the FY00 session of the General Assembly in getting State Aid to County Libraries increased to the long standing goal of $2 per capita. At the same time, the South Carolina State Library also facilitated implementation of new regulations for the use of State Aid. These new regulations require public libraries to develop strategic plans. To assist them in this endeavor, the South Carolina State Library is sponsoring a workshop on strategic planning for public library staff and boards in FY01.

Services to Children. One of the South Carolina State Library's major projects is library service to children. A new initiative in FY00 was involvement in the First Steps to School Readiness program. The South Carolina State Library Director serves on the state First Steps Board and county libraries are represented on county partnership boards. To date, two county libraries have benefited from First Steps funding. Local libraries are also developing relationships with local organizations that will lead to improved library services to children statewide. Additionally, the South Carolina State Library coordinates a statewide summer reading program, a statewide library card signup program, federal grant program for children's services, an early childhood teacher resource collection, and a number of other children's initiatives.

Agency collaboration. The South Carolina State Library is affiliated with the Governor's Information Resource Council (IRC). The South Carolina State Library Director coordinates the Citizen Access to Information Subcommittee. The IRC's mission is to make government more efficient and responsive to citizens' needs.

Using federal funds, the South Carolina State Library jointly funds a position at the SC Humanities Council with the Council and the SC Arts Commission. The purpose of this project is to develop public programs throughout the state to promote literary arts. This cooperative venture has exceeded the expectations of the three partners in expanding the opportunities for adult discussion programs in libraries and other venues across South Carolina.

Public library construction. One of the barriers the South Carolina State Library faces with regard to public library services is the lack of an adequate state program supporting public library construction. There is no on-going source of funding to assist public libraries to meet their space needs. Several libraries have received funding from bond bills and supplemental appropriations bills. However, construction programs must be thoroughly developed to address all necessary issues. Current funding mechanisms do not take the place of such a program.

III. MISSION STATEMENT

The South Carolina State Library's mission is to improve library services throughout the state and to ensure all citizens access to libraries and information resources adequate to meet their needs. The South Carolina State Library supports libraries in meeting the informational, educational, cultural, and recreational needs of the people of South Carolina.

IV. LEADERSHIP SYSTEM

A seven-member board appointed by the Governor governs the South Carolina State Library. The management team (Director, Deputy Director, and Department Heads) annually develops a 3-year strategic plan, which is adopted by the South Carolina State Library Board. During the development of this plan, department heads seek input from their staffs. The plan consists of five strategic goals with sub-goals. An annual business plan is developed outlining activities with completion dates.

The strategic plan begins with the agency mission statement and is followed by a listing of the agency's values, which are:

- Quality
- Knowledge
- Freedom of Information
- Access to Information
- Equitable Treatment

The mission statement is supported by the agency's vision statement:
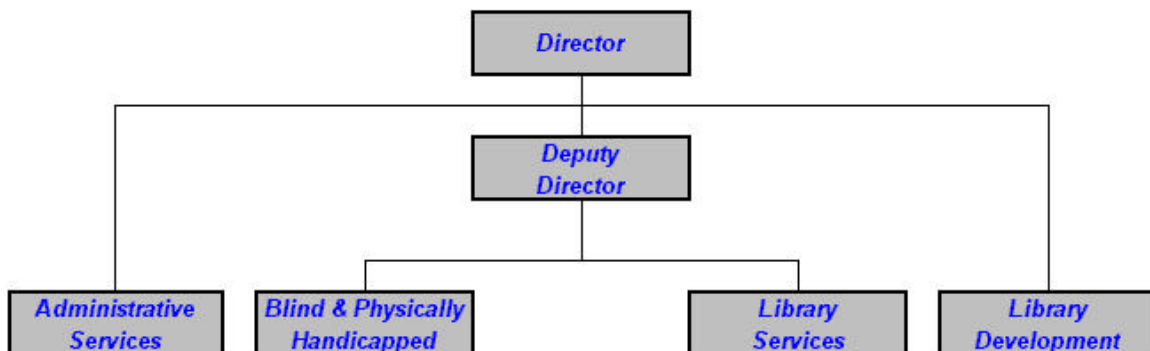
> *The South Carolina State Library is a major leader in the planning and implementation of effective informational and library services for the people of South Carolina. It is a vital component of the State's information infrastructure.*

All staff members are informed of the strategic plan. It is reviewed several times during the year by the management team to ensure that progress is being made. Midyear course corrections are made as needed.

The agency utilizes work teams (often crossing formal department lines) whenever appropriate to address agency needs. For instance, the South Carolina State Library Board has adopted a Staff Development Policy. In conjunction with the policy, a team was developed to produce and develop an annual Staff Development and Training Plan. Each staff member is provided a copy of the plan and is expected to complete at least 10 hours of training a year. Another team was established to develop this accountability report. After the completion of the

report, the committee will do an assessment and begin a planning process for next year's report.   Examples of other teams include collection development, home page, Intranet, and public relations.

ORGANIZATIONAL STRUCTURE

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V.   CUSTOMER FOCUS AND SATISFACTION

The South Carolina State Library has a proud tradition of providing quality informational services to its customers, which include libraries, state government employees, and patrons of the agency's services for the blind and physically handicapped.

DISCUS—South Carolina's Virtual Library is a major program administered by the South Carolina State Library. This program enjoys wide success statewide due in large part to the participation of stakeholders in the decision-making process. Prior to implementing DISCUS, the South Carolina State Library conducted extensive fact-finding meetings to determine what South Carolina's libraries desired in an online information service. As a result, the South Carolina State Library appointed the DISCUS Advisory Committee, the DISCUS Technology Committee, and the DISCUS Database Assessment Committee. These committees are active and continue to provide valuable input during the annual evaluation process. Regular communication is maintained with library organizations throughout the state. An online distribution list has been created to share information with DISCUS participants. Based upon constituent and committee feedback, additional databases were added. DISCUS is an excellent example of how maintaining good customer relations make a great project even better.

Public Libraries. The South Carolina State Library's major customer group has traditionally been the public libraries of the state. After a series of focus groups

with public library directors in 1993, significant changes in how the South Carolina State Library provided service to public libraries resulted. In the FY01 strategic plan, an objective is to survey public libraries concerning the scope of services and satisfaction with the programs of the South Carolina State Library. This will occur in the second quarter with results being used to revise next year's strategic plan.

The South Carolina State Library sponsors a series of workshops designed for public library staffs and trustees. These workshops cover a wide variety of topics. Many are the result of feedback received from participants. Citizen boards that are appointed by county councils govern public libraries. As part of its mission, the South Carolina State Library endeavors to ensure all public library trustees are adequately prepared for their responsibilities. As such, the South Carolina State Library sponsors an annual trustee institute, provides new trustees with a South Carolina State Library published trustee manual, arranges for trustee orientations at the local level, and responds to inquiries from trustees about their role. The South Carolina State Library cooperates and provides guidance for local public library friends programs and projects.

State government services. This year's strategic plan requires the South Carolina State Library to conduct a promotional campaign to inform state government personnel and elected officials of the services of the South Carolina State Library. Improved communication with state agencies enables our staff to determine how satisfied agency employees are with South Carolina State Library services. As a result, programs are developed to meet defined needs.

Blind and physically handicapped. A major South Carolina State Library constituency is users of the services of the Department for the Blind and Physically Handicapped. An advisory committee, which meets semi-annually, assists the South Carolina State Library with this program. A quarterly newsletter provides information on services and an avenue for feedback on programs. Biennial surveys are also conducted. The most recent biennial survey reflected an 87% overall customer satisfaction. The agency communicates directly with patrons through toll free telephone service. New patrons are contacted to determine service requirements.

The South Carolina State Library is serving as a partner with the South Carolina School for the Deaf and Blind, the Office of Information Resources, and the Public Service Commission in a pilot project designed to provide access to government information to individuals with functional disabilities. The Department for the Blind and Physically Handicapped has been designated as one of five sites to provide assistive technologies to enable handicapped citizens to access state government information.

VI.   OTHER PERFORMANCE EXCELLENCE CRITERIA

Since 1995, the South Carolina State Library has developed a strategic plan, which is formally adopted by the South Carolina State Library Board. The plan covers a period of three years and is supplemented with an action work plan (annual business plan). Departments are assigned specific projects with a mandate to complete them within an established time frame. During the course of the year the agency's management team tracks progress towards meeting established objectives. Corrective action is taken when needed.

Public libraries now have a mandate to do strategic planning. The South Carolina State Library will use these plans to identify the needs of public libraries and to develop strategies to improve services.

The current strategic plan has the following goal statement: continuously improve State Library operations and services (Strategic Goal E). The Library's goal is to operate as a total quality management agency with these objectives: continue staff development programs and adopt Malcolm Baldrige National Quality Award (MBNQA) criteria for performance excellence.

Information collection and analysis has long been a part of the South Carolina State Library's program. Every year since 1993 the South Carolina State Library has received an award from the National Center for Education Statistics and the National Commission for Libraries and Information Science for data collection under the Federal-State Cooperative System. The South Carolina State Library's data coordinator serves on the Steering Committee for this project. The products of this project include national publications on public library data and state library agency data. Information collected in these publications is used by the State Library to assess public library service levels and trends. Additionally, the agency publishes an annual report that informs the public about the work of the agency. It includes statistical data about the agency and South Carolina libraries. The agency also publishes an annual statistical report on public library data. The report is used by public libraries in budget justification and program development.

The South Carolina State Library published South Carolina Public Library Standards in 1998. These standards establish benchmarks for public library service in South Carolina. The South Carolina State Library will use them to develop federal grant programs to address deficiencies in local levels of service.

The South Carolina State Library's most valuable resource is its workforce. As a relatively small agency in terms of FTEs, the South Carolina State Library requires its staff to constantly learn new skills and competencies. With the introduction of technology in libraries, the library profession has changed dramatically. For instance, South Carolina State Library staff now spend a significant portion of time training libraries and state government employees on how to use DISCUS and

other information technologies. This has required staff to acquire additional training. The agency covers the costs of training. The agency has a formal staff development program that requires staff to complete at least 10 hours of training per year. Whenever a vacancy occurs, the agency examines its overall needs before filling a position (either in its original form or possibly in another area of the agency). Examination of the agency's organization has enabled us to assign personnel where needed.

VII.   DESCRIPTION OF PROGRAMS OR KEY RESULTS AREAS

There are three programs and two key result areas used to accomplish the State Library's mission:

- **Blind and Physically Handicapped.** Provides library service to the blind and physically handicapped in cooperation with the Library of Congress, National Library Service for the Blind and Physically Handicapped. Reading materials are provided in special formats (recorded, large print, and Braille).

- **Library Services.** Coordinates DISCUS. Provides research services to state government agencies. Provides statewide reference and interlibrary loan service to supplement local library services. Acquires, catalogs, classifies and makes available all materials used in the library program. Maintains the library's database. Operates the S.C. Library Network, which facilitates sharing of library resources and services.

- **Library Development.** Provides consultant services to public and state institutional libraries to further the development and improvement of library services statewide. Administers state and federal grants-in-aid programs.

- **Staff Development and Training.** Provides educational opportunities to enhance the skills of library staff and state government employees in using library services. This key result area spans two programs – Library Development and Library Services.

- **Children's Services.** Provides assistance to local and school libraries in meeting the informational needs of children and encourages children to read by sponsoring statewide reading programs.

Name:	**Blind and Physically Handicapped**

Cost:		
	State:	$599,612
	Federal:	140,598
	Restricted:	10,050
	Total:	$750,260

Goal: To provide free library services statewide to those individuals unable to read standard print due to a visual or physical handicap.
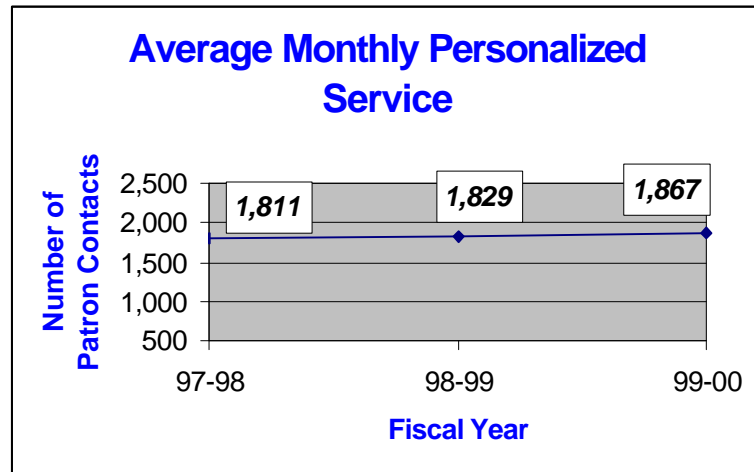
Objective: Through promotion of the wide range of specialized information and library services, register no less than 1,000 new readers during FY00.

*Key Result:*   1,039 new readers were registered.

New Readers Registered
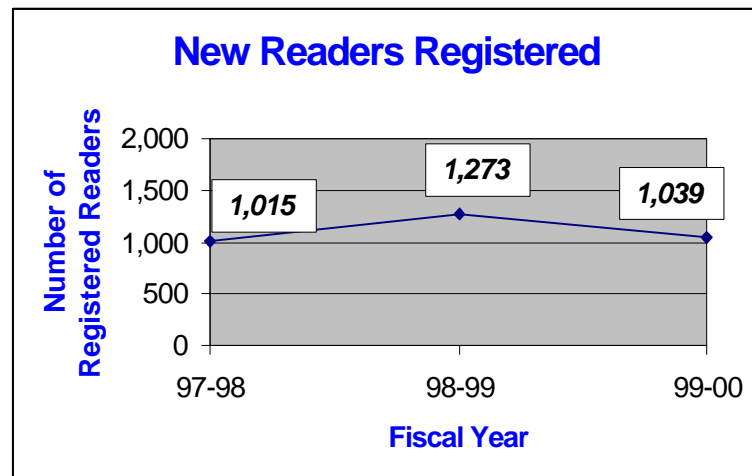
Objective: To maintain a level of personalized service to registered borrowers at an average rate of 1,800 contacts per month.

Key Result: A monthly average of 1,867 personal contacts was made to patrons.

Average Monthly Personalized Service

Number of Patron Contacts

	97-98	98-99	99-00
	1,811	1,829	1,867

Fiscal Year

Objective: Through collection enhancement, meet the library needs of eligible readers by increasing the percentage of materials circulated per registered reader.

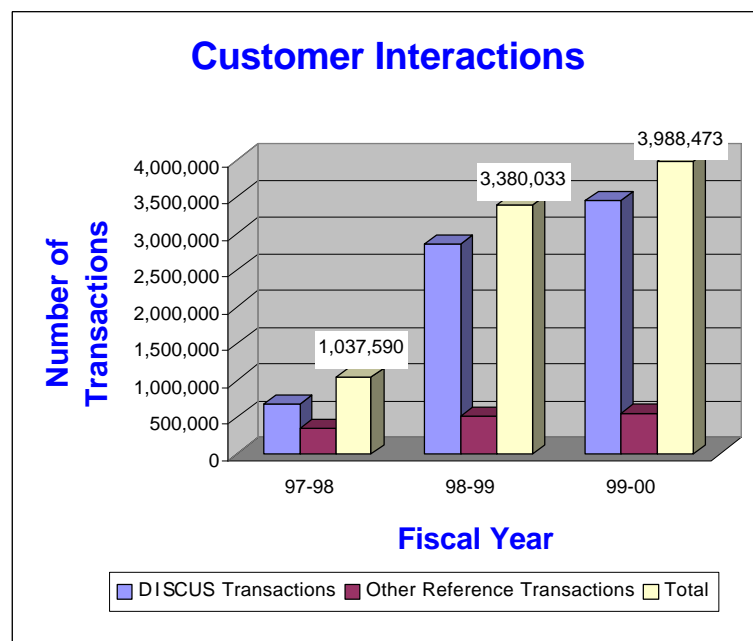*Key Result:* 14.8% increase in circulated items per registered reader from FY99 to FY00.

Average Circulation Per Registered Reader

Items Circulated

	97-98	98-99	99-00
	34	31	36

Fiscal Year
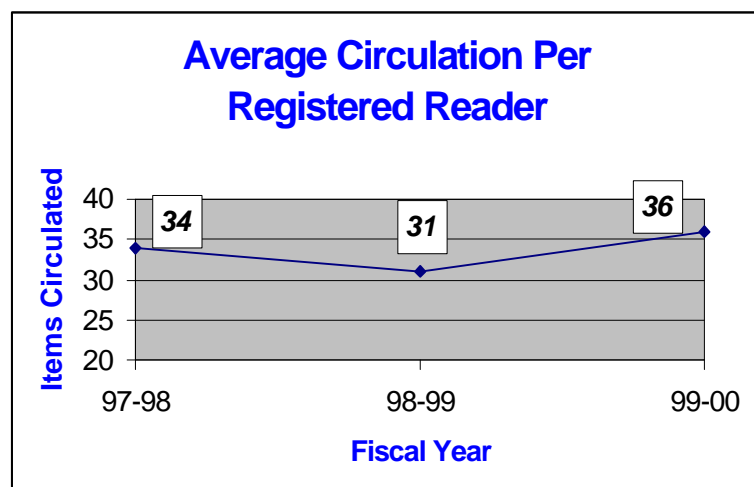
Name:	**Library Services**

Cost:

State:	$1,081,623
Federal:	503,662
Restricted:	664,775
Total:	$2,250,060

Goal: To provide informational services to the people of South Carolina through their libraries, to the General Assembly, and to State Government employees.

Objective: Through enhancement of library collection and database access, meet the informational needs of all South Carolinians.

Key Result: An 18% increase in customer interactions (i.e. items circulated, reference questions researched, articles retrieved from databases) occurred during FY00.

Customer Interactions

Bar chart titled "Customer Interactions" with Y-axis "Number of Transactions" (0 to 4,000,000) and X-axis "Fiscal Year" (97-98, 98-99, 99-00). Series: DISCUS Transactions, Other Reference Transactions, Total. Total values labeled: 1,037,590 (97-98); 3,380,033 (98-99); 3,988,473 (99-00).
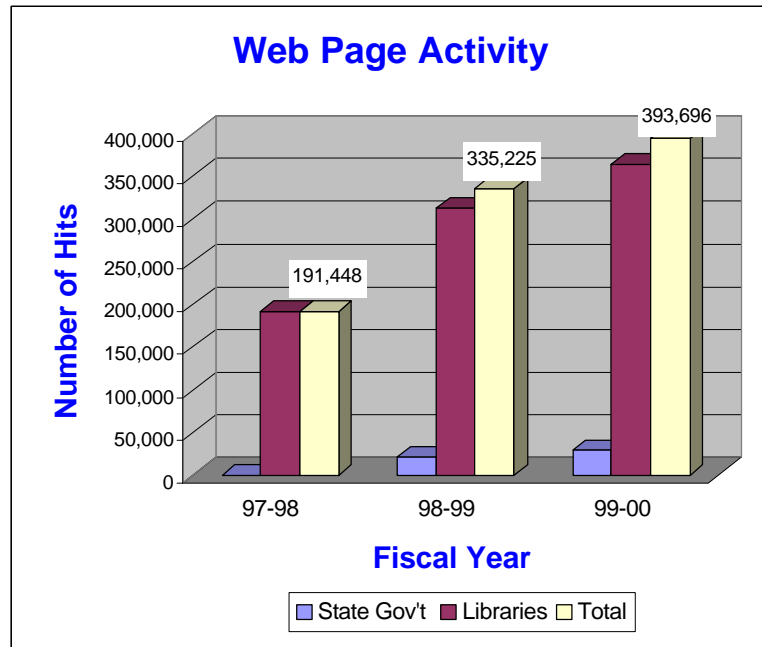
Objective: Through enhancement of agency web sites, encourage their use by libraries, state government employees and other citizens as an access point for information.

Key Result: A 17% increase in web-site hits (State Government Web Page and SC Connects for Libraries) occurred during FY00.

Web Page Activity

Number of Hits

Fiscal Year	Total
97-98	191,448
98-99	335,225
99-00	393,696

☐ State Gov't ■ Libraries ☐ Total

Name:	**Library Development**
Cost:	State: $6,712,309
	Federal: 788,409
	Earmarked: 1,037,889
	Total $8,538,607

Goal: To provide financial assistance, technical assistance and general support for the development and improvement of library services statewide.

Objective: To provide general consulting services to assist public libraries in identifying their needs and developing strategies to meet these needs.

Key Result: 4,961 contacts (i.e. site visits, telecommunications, correspondence, etc.) were made during FY00 to public, state institutional and other libraries.
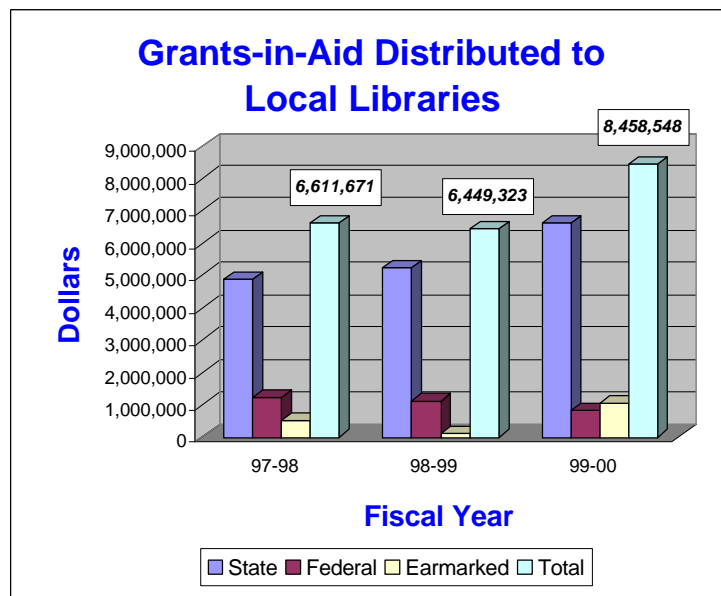
General Consultation Services

Number of Contacts

97-98: 3,050
98-99: 5,021
99-00: 4,961

Fiscal Year
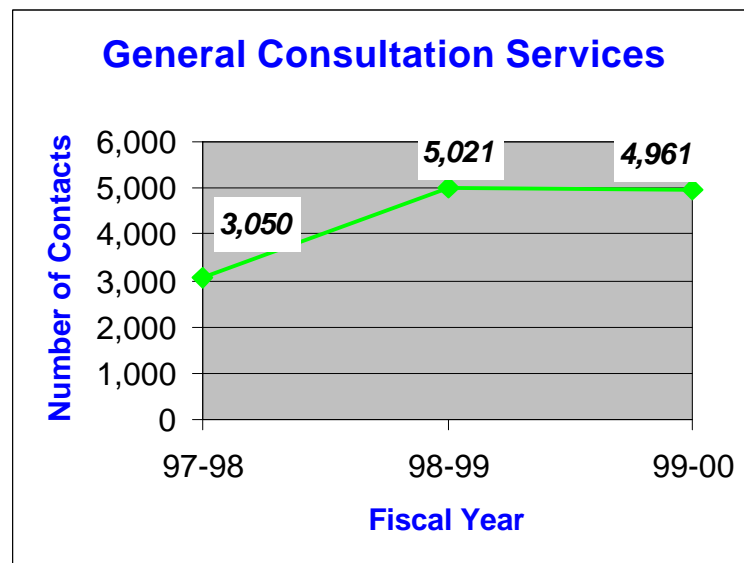
Objective: To provide specialized consulting services in the area of public library construction.

Key Result: 27 public libraries including branches received building consultation services

Public Library Construction Consultation Services

Libraries Assisted

15   24   27

97-98   98-99   99-00

Fiscal Year
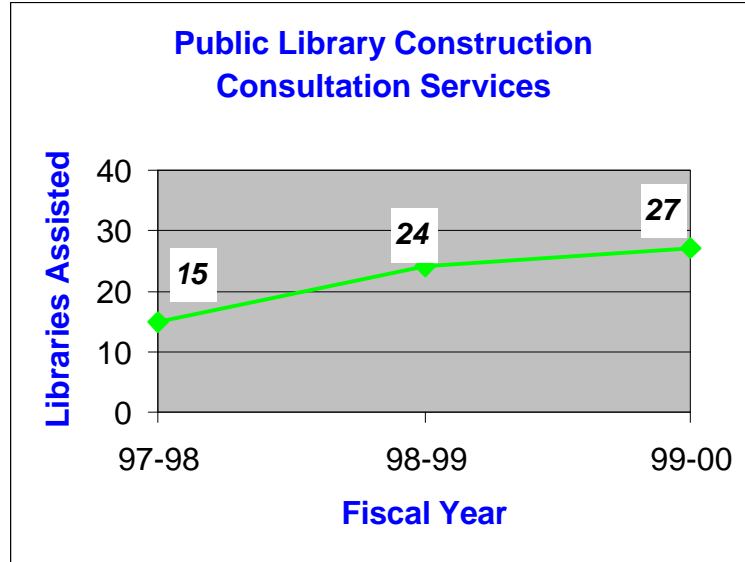
Objective: To administer a grants-in-aid program using state, federal and bond bill funds (when available) to meet locally determined library needs, State Library federal program priorities, and public library building needs.

Key Result: A total of $8,458,548 was expended at the local level to improve public library services.

Grants-in-Aid Distributed to Local Libraries

Dollars

6,611,671   6,449,323   8,458,548

97-98   98-99   99-00

Fiscal Year

☐ State ☐ Federal ☐ Earmarked ☐ Total

Name: **Statewide Staff Development and Training**
Library Development / Library Services

Cost: State: $
Federal: 50,457
Total: $50,457

Goal: To enhance the skills of library staff and state government employees in using library services through workshops provided by the State Library, through federal grants and through cooperative efforts with other libraries.

Objective: To provide at least 50 targeted staff development and training opportunities to meet the educational needs of public library staff and state government employees.

Key Result: 58 training opportunities were conducted enhancing library skills of 1,108 participants.
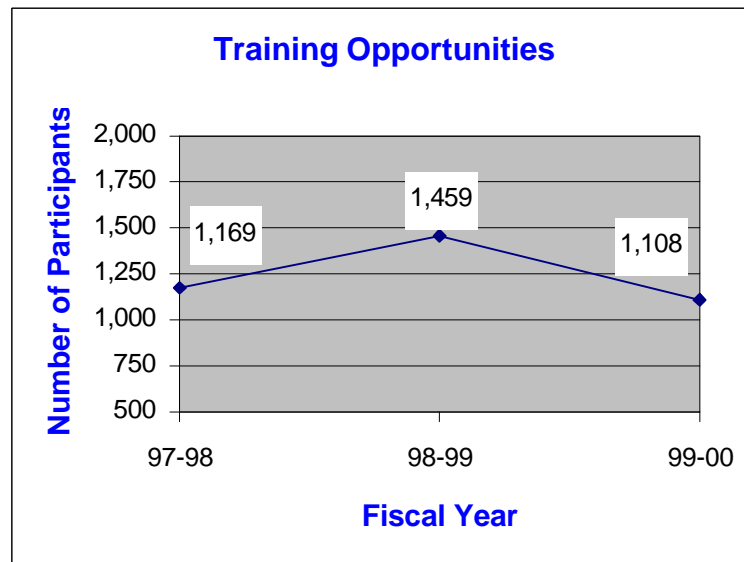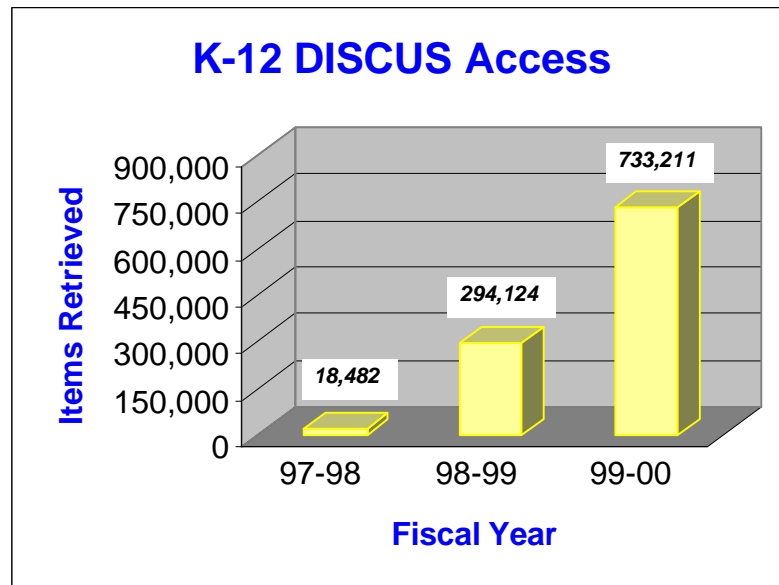
Name:	**Children's Services**
	Library Development / Library Services /
	Blind & Physically Handicapped

Cost:	State:	$ 52,813
	Federal:	141,438
	Restricted:	786,029
	Total:	$980,280

Goal: To assist local libraries and school libraries in meeting the informational needs of all South Carolina children and to encourage reading by sponsoring initiatives through federal grants and cooperative efforts with other libraries and agencies.

Objective: Through enhancement of K-12 access to databases, meet the informational needs of all South Carolina children.

Key Result: A 149% increase in number of full text articles retrieved from K-12 children from FY99 to FY00.

K-12 DISCUS Access

Items Retrieved

900,000	
750,000	733,211
600,000	
450,000	294,124
300,000	
150,000	18,482
0	

97-98   98-99   99-00

Fiscal Year

Objective: To sponsor a statewide summer reading program to assist children with maintaining and improving their reading skills.

Key Result: More than 75,000 children participated in the statewide Summer Reading Program.

Summer Reading Program

Participants

Fiscal Year	Participants
97-98	64,540
98-99	73,749
99-00	75,160

Fiscal Year